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Chair: Mr. Tommo Monthe ..... (Cameroon)
Chairman of the Advisory Committee on Administrative and Budgetary Questions: Mr. Kelapile

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The meeting was called to order at 10.10 a.m.

Agenda item 115: Appointments to fill vacancies in subsidiary organs and other appointments (*continued*)

(l) Appointment of members of the International Civil Service Commission (*continued*) (A/66/694/Add.1)

1. **The Chair** drew attention to the note by the Secretary-General (A/66/694/Add.1) informing the General Assembly of the resignation of Mr. Yevgeny Vladimirovich Afanasiev (Russian Federation) from the International Civil Service Commission, with effect from 1 June 2012, and requesting the General Assembly to appoint a person to fill the vacancy for the remaining period of the term of office, which would expire on 31 December 2012.

2. The Government of the Russian Federation had nominated Mr. Sergei Garmonin, whose candidature had been endorsed by the Group of Eastern European States, to complete the unexpired portion of Mr. Afanasiev's term of office. He took it that the Committee decided to recommend the appointment of Mr. Garmonin to the International Civil Service Commission for a term of office beginning on the date of appointment and ending on 31 December 2012.

3. *It was so decided.*

4. Mr. Garmonin was recommended for appointment to the International Civil Service Commission for a term of office beginning on the date of his appointment and ending on 31 December 2012.

Agenda item 146: Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (*continued*) (A/66/286 (Part II), A/66/591 and Add.1, A/66/679, A/66/699, A/66/714 and A/66/718; A/C.5/66/15)

5. **Ms. Casar** (Controller), introducing the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/66/679) and the note by the Secretary-General on proposed budgetary levels for peacekeeping operations for the period from 1 July 2012 to 30 June 2013 (A/C.5/66/15), said that the report contained information on budget performance for 2010/11, budget proposals for 2012/13, the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment and liabilities to troop- and police-contributing countries, and the management initiatives that had been proposed by the Department of Peacekeeping Operations and the Department of Field Support.

6. The gross proposed budget level for peacekeeping operations for 2012/13 was estimated at $7.4 billion, which was $433.9 million, or 5.5 per cent, less than the approved budget level for 2011/12. The reduction was owing in part to the fact that several missions, including the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Mission in Liberia (UNMIL), the United Nations Integrated Mission in Timor-Leste (UNMIT) and the United Nations Operation in Côte d'Ivoire (UNOCI), were expected to have reduced levels of activity; the major reasons for the reduction in resource requirements for each mission were listed in the report (table 14). Management initiatives aimed at realizing efficiency gains were also expected to reduce the level of resources required.

7. With regard to recently established missions, the increase in the proposed requirements for the United Nations Mission in South Sudan (UNMISS) was mainly owing to the fact that the proposed 2012/13 budget for the Mission was based on detailed costs and actual experience, whereas the 2011/12 budget had been developed using the standardized funding model. The increase in the proposed budget for the United Nations Interim Security Force for Abyei (UNISFA) resulted from the application of a lower delayed deployment factor for the full authorized military strength and the need to support the mandated implementation of the Joint Border Verification and Monitoring Mechanism.

8. The financial resources needed to support peacekeeping missions were estimated at $390.9 million for 2012/13, which was $22.4 million, or 5.4 per cent, less than the $413.3 million budgeted for 2011/12. Those resources included the support account for peacekeeping operations, including requirements for enterprise resource planning, and the United Nations Logistics Base.

9. Staffing needs had also been reduced: 855 fewer civilian posts and positions were proposed for 2012/13 than had been approved in 2011/12. Based on the current peacekeeping mandates approved by the Security Council, there would be approximately 127,500

uniformed peacekeeping personnel in 2012/13, including troops of the African Union Mission in Somalia (AMISOM).

10. Actual expenditures for 2010/11, including the Logistics Base and the support account, had amounted to $7.58 billion of the $7.94 billion total approved budget, representing a budget implementation rate of 95.5 per cent. The African Union-United Nations Hybrid Operation in Darfur (UNAMID) accounted for nearly $225 million of the $360 million unencumbered balance, as contingent-owned major equipment had not been deployed by the mission as planned. There had also been a decrease in the ceiling-man-rate for fresh rations, lower-than-budgeted expenditures for international staff costs and a lower-than-planned level of aviation activities at UNAMID.

11. In order to arrive at a more accurate budget forecast for 2012/13, the process for determining vacancy factors and delayed deployment factors applied to the cost estimates for military, police and civilian personnel and air transportation requirements had been carefully reviewed and adapted. The processes or determining international staff costs had also been further refined.

12. The format of the report had been adjusted to enhance the presentation of information, and additional improvements, including more focused explanations of significant variances, would be incorporated into the next overview report. A pilot streamlined report of the Secretary-General on the UNMISS budget for 2012/13 would also be submitted to the Committee for its consideration at the current session.

13. As requested by the General Assembly in its resolutions 64/269 and 65/289, chapter IV of the report provided information on the impact of exchange rate fluctuations on peacekeeping budgets, highlighting that only 10 per cent of peacekeeping operations expenditures had been in currencies other than the United States dollar in 2009/10 and 2010/11. Given the limited exposure of peacekeeping expenditures to currency fluctuations, measures to protect peacekeeping operations from such risks appeared to be unnecessary. However, the Treasurer had been requested to study the possibility of protecting missions against the risk of currency fluctuation where disbursements in euros represented more than 50 per cent of their total expenditures, as was the case at the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Interim Administration Mission in Kosovo (UNMIK) and the United Nations Logistics Base.

14. **Mr. Banbury** (Assistant Secretary-General for Field Support), introducing the report of the Secretary-General on progress in the implementation of the global field support strategy (A/66/591 and Add.1), said that he hoped the impact of the strategy would be evident in the course of the upcoming discussions on the support account for peacekeeping operations, mission budgets, the Logistics Base and the Secretary-General's overview report on the financing of peacekeeping operations, all of which involved complex and interconnected issues.

15. The proposed 2012/13 budget for peacekeeping operations, the support account and the Global Service Centre was nearly 6 per cent less than the approved budget for 2011/12, reflecting the Secretariat's efforts to improve the cost-effectiveness of peacekeeping operations without compromising the activities and mandate delivery of individual missions. The cost reductions were evidence of the cultural change within the Department of Field Support generated by the global field support strategy.

16. The budget savings were the product of a thorough analysis conducted by the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions that had taken into account the particular operational and political circumstances of each mission. Efforts to reduce costs had focused on three areas: achieving sustainable efficiencies in consumption and other operating costs, such as fuel, aircraft, spare parts, travel and rotation of military contingents; reducing and deferring acquisition of major equipment and construction of facilities where possible, including by redistributing existing assets; and right-sizing the resource requirements of missions that had been reduced in size or were likely to enter a transitional phase in the future.

17. New and additional resources had been requested as required, including to support the United Nations Support Office for the African Union Mission in Somalia (UNSOA) and to continue to deploy UNMISS and UNISFA. Despite the challenges facing those missions, he was confident that they would be met while maintaining the Organization's commitment to mission capability and mandate delivery.

18. Progress had been made during the first two years of the five-year implementation of the global field support strategy, which had the goal of improving service delivery to missions and to the military, police and civilian personnel that carried out the difficult work of peacekeeping. Those efforts involved considerable challenges, ranging from working in complex and volatile operational environments to meeting increased demand for specialized capabilities, and necessitated greater organizational flexibility. The global field support strategy offered appropriate guidance to the Secretariat in meeting those challenges.

19. The strategy had to account for the wide array of operations assisted by the Department of Field Support — which included large, multi-dimensional missions such as the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and hybrid operations such as UNAMID — and the Department's other functions, such as providing logistical support to African Union troops in Somalia, supervising the recently deployed mission in Syria and supporting the full range of special political missions around the world. The numerous peacekeeping operations were in a continuous state of flux, and demanded responsive, flexible and effective support solutions.

20. While operations were starting up in one region, other missions were transitioning or being phased down in other parts of the world. In 2011 alone, UNMISS and UNISFA had been established and the United Nations Mission in Sudan (UNMIS) had been liquidated. In Syria, the Department had ensured that its full range of support capabilities was on the ground before observers arrived, while in Timor-Leste, UNMIT was preparing to downsize and hand over its responsibilities to national authorities and other partners pending the successful conduct of elections. At the same time, United Nations police were taking on enhanced security responsibilities in Haiti and human rights officers were helping to pursue accountability in the eastern region of the Democratic Republic of the Congo.

21. Ensuring the safety and security of personnel was another great challenge. In 2011, 113 peacekeepers had perished as a result of targeted attacks, violence, banditry, natural disasters, plane crashes, accidents and illness. The volatile circumstances and harsh terrains of peacekeeping missions combined with the unfair targeting of the United Nations by extremists had resulted in increasingly dangerous operating environments. The Department had been obliged to introduce stronger security systems and safety measures and was grateful to Member States for their investments in the protection of personnel. However, based on recent events in South Sudan, Afghanistan and the Democratic Republic of the Congo, he remained deeply concerned for the safety and well-being of field staff, who were too often asked to place themselves in harm's way. Staff must be guaranteed the highest feasible level of security.

22. A range of tools was needed to meet the tremendous demands of the ever-changing peacekeeping environment and the expectations of stakeholders. Peacekeeping missions needed better services, which Member States expected and the Department was committed to providing. The global field support strategy offered a new framework focused on mission-oriented service delivery, which defined peacekeeping troops and police as the Department's clients, made staff safety and security a major priority, and introduced structural efficiencies into every aspect of the Department's work.

23. The major achievements in implementing the strategy to date would serve as the foundation for the Department's future work. The service delivery model, which had been endorsed by the General Assembly, called for Headquarters to focus on strategy, policy development and management oversight in order to improve services, based on Member States' priorities. He stressed that none of those functions were among those proposed for transfer away from Headquarters.

24. He agreed with the majority of the views expressed by the Advisory Committee on Administrative and Budgetary Questions in its report on cross-cutting issues related to peacekeeping operations (A/66/718) concerning the global field support strategy and the work of the Department of Field Support. The Advisory Committee's recommendations on performance measurement, structural improvements, key performance indicators and benchmarking required the focus of the Department at Headquarters. However, it was important to remember that as long as the Department was also responsible for providing operational support to 29 field missions, it would be difficult to provide the managerial and human resources required to design and implement the major changes desired.

25. The Department's staff members were called upon to discharge many functions: implement the International Public Sector Accounting Standards (IPSAS); roll out the enterprise resource planning project, Umoja; and provide critical support to operations in volatile area; all while designing new system, managing structural reform and measuring their own performance. At the same time, the Department's share of the support account for peacekeeping had decreased, to a proposed 20 per cent of account resources in 2012/13, compared with 26 per cent in 2007/08.

26. Furthermore, the Department was pursuing its ambitious initiatives with a progressively smaller share of the Organization's resources. The impact of the global field support strategy was evident in the decrease in the overall costs for peacekeeping personnel: before the introduction of the strategy, when adjusted for inflation, per capita costs of uniformed personnel in 2008/09 had been 14 per cent higher than those estimated for 2012/13. Thus, despite the absence of quantifiable performance indicators, there was evidence that the global field support strategy was enabling the United Nations to do better with less.

27. In order to facilitate a more strategic focus within the Department of Field Support at Headquarters, the Global Service Centre was taking on increased operational service delivery activities, particularly in the areas of global asset management, integrated support services to the field, and design and delivery of the modularization programme. The Centre, which was proposed as a unified model to be deployed in two locations, consolidated the Organization's capacity to better support multi-dimensional field missions. In 2011, the Global Service Centre had enabled the rapid deployment of troops in remote and dangerous areas in Somalia through the delivery of modular service packages. The transfer of liquidated equipment from UNMIS and the United Nations Mission in the Central African Republic and Chad (MINURCAT) for use in the deployment of UNMISS and UNISFA had maximized resource use at the regional level. In addition, by acting as the Brindisi-based special headquarters for the newly established United Nations Support Mission in Libya (UNSMIL), the Centre was providing an array of services, through both on-the-ground mission support teams and remote services, which allowed the Mission to better focus its efforts on the implementation of its mandate.

28. Similarly, the Regional Service Centre in Entebbe had begun to conduct back-office, financial and human resources functions for the seven peacekeeping and political missions it supported, which had standardized processes and enabled the application of performance measurement frameworks to monitor and report on improvements. Those initiatives were being conducted in conjunction with the planning for implementation of IPSAS and Umoja, which would greatly facilitate the data collection needed to report on improvements and efficiency gains. Based on the success of the Entebbe Centre, the Secretary-General was proposing the establishment of two additional regional service centres to serve missions in West Africa and the Middle East. The Department would be presenting options and proposals for the establishment of those centres to the General Assembly, based on the criteria set out in its resolution 64/269.

29. It was important to recall that the long-term, comprehensive initiative embodied in the global field support strategy was only in its second year of implementation; the foundations were being established while still prioritizing the delivery of tangible results to missions. As noted by the Board of Auditors, the Office of Internal Oversight Services and the Advisory Committee, standard project management methodology had not always been followed during implementation of the strategy. That had been owing in part to the lack of data-collection tools and systems, a situation that would be greatly improved by the roll-out of IPSAS and Umoja. Nevertheless, the business case and cost-benefit analysis, the development of key performance indicators and the performance measurement systems for the strategy described in the Secretary-General's report (A/66/591 and Add.1) were among the most advanced and rigorous of projects designed and initiated by the Secretariat.

30. The Department of Field Support remained committed to making improvements, implementing recommendations and working with Member States to ensure the success of the global field support strategy. It was developing an implementation plan which would include clear goals, timelines, key activities, milestones and project deliverables, the end-state strategy under each pillar, cost-benefit analyses, a performance measurement framework with targets and benchmarks, a risk management framework and a review of governance arrangements. The Department had also taken note of the Advisory Committee's

observation that the current arrangements had resulted in piecemeal reporting that made it difficult to assess progress, and would pursue alternative reporting arrangements in future.

31. He hoped that the Department's responses to the questions raised by the Advisory Committee would serve as a useful basis for discussion. The Department would continue to make every effort to produce the information required by the Fifth Committee in a timely and accurate manner.

32. **Ms. de Miranda** (Office of Human Resources Management), introducing the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/66/699), said that the report had been submitted pursuant to General Assembly resolution 57/306 and presented the data collected by the Office of Human Resources Management concerning allegations of sexual exploitation and abuse within the United Nations system from 1 January to 31 December 2011. The General Assembly was requested to take note of the report.

33. Details were provided of the number and type of allegations and the initiatives undertaken to strengthen preventive measures and enforce United Nations standards on conduct related to sexual exploitation and abuse. Overall, the number of allegations had decreased by 12 per cent, from 116 allegations reported in 2010 to 102 in 2011. As in previous years, the majority of allegations involved staff in peacekeeping missions. There had been 74 allegations relating to that category of staff in 2011, the lowest number reported to date, compared to 357 allegations in 2006 and 85 in 2010.

34. The decline in the number of allegations could be attributed to measures undertaken to combat sexual exploitation and abuse, particularly in respect of military personnel. Enhanced training and awareness-raising combined with the implementation of preventive measures, such as the institution of off-limit areas and curfews, had also been contributing factors.

35. Following the results of a global review completed in June 2010, the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse had taken a number of initiatives to support field activities and to demonstrate the commitment of its members to preventing sexual exploitation and abuse. Conduct and discipline teams from the Department of Field Support also continued to develop and implement measures relating to prevention, enforcement and remedial action. The teams' activities included training staff in prevention measures, establishing reporting mechanisms, supporting the development of guidelines for conduct and discipline practitioners in the field, and producing awareness-raising and public information materials. The Secretary-General remained committed to preventing, in partnership with Member States, the perpetration of acts of sexual exploitation and abuse by United Nations staff and related personnel.

36. **Mr. Kelapile** (Chairman of the Advisory Committee on Administrative and Budgetary Questions), introducing the Advisory Committee's report on observations and recommendations on cross-cutting issues related to peacekeeping operations (A/66/718), said that the report also included observations and recommendations on the Secretary-General's report on special measures for protection from sexual exploitation and sexual abuse (A/66/699) and his report on the implementation of the global field support strategy (A/66/591 and Add.1).

37. With regard to cross-cutting issues related to peacekeeping operations, the Advisory Committee welcomed the critical examination of capital expenditures and identification of cross-cutting targets for resource reductions in the proposed 2012/13 budgets, taking account of the particular circumstances of each mission. While the proposed budgets reflected positive results from those efforts, more information should have been provided regarding the ways in which the resource-reduction measures would be applied in each mission, including any measures to ensure that mandate implementation was not affected. Some of the proposals reflected a deferral of capital expenditures, which would potentially need to be restored in the next financial period. The Advisory Committee encouraged the Secretary-General to continue to identify sustainable efficiencies in peacekeeping operations without undermining the operational requirements of mission or mandate implementation.

38. The Advisory Committee welcomed the initial positive effects, including a reduction in vacancy rates in field missions, resulting from implementation of the human resources management reform measures approved by the General Assembly. It expected that a full analysis of the ongoing impact of the reforms

would be provided in future reports to the Assembly. Efforts should be made to ensure that the vacancy rates in field missions continued to decline. In addition, the continued need for posts that had been vacant for two or more years should be rejustified. The Advisory Committee made a number of observations and recommendations on training in peacekeeping. In particular, the Advisory Committee was concerned about the lack of data on training activities and the high proportion of resources requested for training-related travel.

39. With respect to operational costs, the Advisory Committee noted that the proposed passenger vehicle and information technology holdings by missions were significantly higher than the allocation that would result from the application of the standard ratios established by the Department of Field Support. It recommended that the holdings of both categories of equipment should be reviewed so as to align them with standard ratios. However, the Advisory Committee also recognized that mission-specific operational circumstances could justify exceeding standard ratios; in such cases, justification should be clearly outlined in the budget proposals.

40. The prolonged delays in the implementation of a number of electronic management systems deemed necessary for the effective management of peacekeeping operations, most notably in the areas of fuel, rations and air operations management, were also a matter of concern. The consistent pattern of delays highlighted systemic weaknesses in the planning and oversight of such initiatives, which must be addressed as a matter of priority.

41. The Advisory Committee had been informed that the 2012/13 requirements for aviation fuel for each mission had been calculated using a standard rate of fuel consumption for each aircraft type, based on a 10-year average consumption rate. It was of the view that the methodology for the budgeting of aviation fuel required further review and that further consideration should be given to whether the use of a standard rate was the best method of determining each mission's needs. The Board of Auditors should review the issue.

42. Although the Advisory Committee had noted the downward trend in the number of allegations of sexual exploitation and abuse involving peacekeeping personnel, it remained concerned about the number of allegations reported, particularly those involving the most egregious forms of sexual exploitation and abuse. There was a need for sustained joint efforts by the Secretary-General and troop- and police-contributing countries to bring about improvements in that regard. The lack of progress reported regarding assistance and support to victims of sexual exploitation and abuse was also a matter of concern. Given the importance of system-wide efforts to implement the strategy approved by the General Assembly, the Advisory Committee expected the Secretary-General to exert his leadership as Chair of the United Nations System Chief Executives Board for Coordination to ensure coordinated action.

43. The Secretary-General's report on progress in implementation of the global field support strategy (A/66/591 and Add.1) should be considered in conjunction with reports containing related proposals, in particular the proposed budgets for the United Nations Logistics Base and the support account for the reprofiling of the Base as the Global Service Centre, which involved the transfer of functions from Headquarters to Brindisi, and the proposed budgets for MONUSCO, UNMISS, UNAMID, UNISFA and UNSOA for the transfer of functions from the missions to the Regional Service Centre, as well as the Advisory Committee's related reports. In addition, the Fifth Committee should take into account the Board of Auditors' assessment of the planning, development and initial roll-out of the global field support strategy, including threats to its successful delivery, contained in the Advisory Committee's related report (A/66/719), and the six recommendations made by the Office of Internal Oversight Services (OIOS) in its audit of the implementation of the global field support strategy (A/66/714).

44. The Advisory Committee continued to support the broad goals of the global field support strategy for transforming service delivery to field missions through greater use of common and shared services and global management of resources; improving timeliness and quality of service; enhancing the safety and living conditions of personnel; and achieving greater efficiency and economies of scale. However, the Advisory Committee had experienced difficulties in assessing progress in the implementation of the strategy, mainly owing to the timing of and lack of detail in the Secretary-General's progress report, which covered only a few months of activity, resulting in a piecemeal and incomplete reporting process. The

Secretary-General was requested to improve the reporting process in order to ensure better consideration of the annual progress report.

45. The report lacked much of the information the Advisory Committee had requested in its earlier reports, which had been endorsed by the General Assembly in its resolutions 64/269 and 65/289. The Advisory Committee continued to emphasize the need for a comprehensive plan and end-state vision for the implementation of the four pillars of the strategy over the five-year implementation period; cost-benefit analyses to support decision-making; a performance management framework; and an assessment of completed initiatives and lessons learned during the initial implementation phases.

46. The Advisory Committee also emphasized the importance of accurate and reliable data for baseline and performance measures. It recommended that, in future reporting on benefits and cost savings, relevant supporting information should be provided to clearly demonstrate the cause and effect relationships between the actions undertaken and the resulting benefits and savings. There was also a need to ensure coherence, complementarity and a coordinated implementation approach between the global field support strategy and other management reform initiatives currently under way, including the roll-out of Umoja and IPSAS.

47. The Secretary-General was encouraged to continue strengthening the governance framework, administrative arrangements and accountability mechanisms of the global field support strategy so as to ensure that the various components of the governance framework could effectively exercise their respective roles.

48. With regard to the financial framework, the Advisory Committee recommended against the Secretary-General's proposal to develop funding models for the drawdown and liquidation phases of missions. In its view, the constraints and conditions pertaining to peacekeeping operations at start-up were not applicable to those phases. In addition, any further development of standardized funding models should take into account the outcome of the evaluation of the first application of the standardized model to the initial UNMISS budget. Pending the completion of such a study, the Advisory Committee also recommended against application of the standardized funding model to new start-up missions.

49. Concerning predefined modules and service packages, the Advisory Committee had been informed that a five-year modularization plan in three phases had been developed in close consultation with the Special Committee on Peacekeeping Operations and field missions. While acknowledging the effort made to present information on the implementation of the first modules for a 200-person camp and a set of performance indicators for the modularization pillar, it stressed the need for further refinement of the performance management framework and collection of accurate and reliable data for baselines and performance measures. The Advisory Committee also noted that the progress report did not reflect the full costs related to the modularization programme and recommended that the Secretary-General should be requested to provide, in his next progress report, a comprehensive analysis of costs and benefits of the various projects implemented under the modularization pillar, including the cost of materials and equipment sourced from inventories of existing strategic deployment stocks to produce the modular camps.

50. With regard to the reprofiling of the United Nations Logistics Base as the Global Service Centre, the Advisory Committee wished to reiterate its requests made in previous reports (A/64/660 and A/65/743) that the Secretary-General should provide a comprehensive plan showing the envisaged configuration of the Global Service Centre, as well as information on the envisaged organizational structure and staffing of the Department of Field Support at the end of the reprofiling process, including clarification of the division of roles between Headquarters, the Global Service Centre, the Regional Service Centre and field missions. The Secretary-General was also requested to provide information on the criteria for determining the optimum location from which functions and services could be provided, with details of expected improvements in the efficiency and effectiveness of service delivery through the relocation of functions.

51. The progress report stated that the Global Service Centre was a unified concept that would be deployed in two locations: Brindisi, Italy, for the delivery of service expertise in logistics and information and communications technology; and Valencia, Spain, for the delivery of service expertise in the areas of field personnel management, budget and finance. The Advisory Committee considered that, notwithstanding the evolutionary nature of the global field support

strategy, the proposed modified concept for the deployment of the Global Service Centre in two geographically distinct locations constituted a major change from the initial proposals for the strategy, with potentially significant organizational and financial implications. The information in the progress report was insufficient to allow for a fully considered and informed decision on the merits of the proposal; any shift in the concept of the Centre should be based on in-depth analysis of the requirement for a new site and a thorough cost-benefit analysis, including consideration of alternative options.

52. Furthermore, it should be recalled that the General Assembly had not taken any other action relating to the facility at Valencia subsequent to approving, in its resolution 63/262, the Secretary-General's proposal to host a secondary active telecommunications facility to support peacekeeping activities. The Advisory Committee was therefore of the opinion that, absent the requisite policy decision by the General Assembly, it was premature for the Secretary-General to present proposals for deployment of resources to the Global Service Centre based on a concept of two locations.

53. Concerning the Secretary-General's proposal to transfer an additional four functions from the Logistics Support Division at Headquarters to the Global Service Centre, the Advisory Committee recognized the merits of integrating logistics functions and providing centralized services to field missions in areas such as strategic deployment stocks, centralized warehousing and global asset and material management. It therefore recommended approval of the proposed transfer of four functions from the Logistics Support Division, together with the related 23 posts and positions. An update on the status of the transfer of four functions and eight related posts approved by the General Assembly in its resolution 65/291 from Headquarters to the Global Service Centre effective 1 July 2011 was provided in the Advisory Committee's report on the 2012/13 proposed budget for the Logistics Base (A/66/718/Add. 15).

54. With regard to field personnel management, the Advisory Committee recommended against the Secretary-General's proposal to establish a Field Human Resources Management Section in Valencia and the relocation from Brindisi to Valencia of the Field Central Review Board Unit, the Reference Verification Unit and the Education Grant Unit, with their associated 13 posts. It also recommended against the transfer of the Roster Management Unit with 27 related posts and positions from Headquarters to the Global Service Centre. Further analysis was required to determine whether the roster management function met the Secretary-General's criteria for the relocation of functions to the Global Service Centre.

55. With regard to the Regional Service Centre at Entebbe, the Advisory Committee noted the efforts that had been made to report on performance and realization of savings through the implementation of the four pilot projects under phase I. However, there was a need for further improvement in the presentation of the performance data and formulation of indicators and for a clear demonstration of the cause and effect relationships between the measures undertaken and the resulting benefits and savings. In addition, given that the Secretary-General was reporting on the performance of the Regional Service Centre for the first time, information should have been provided on the lessons learned during the establishment of the Centre, specifically, concerning the relocation of posts and functions from peacekeeping operations, and the ways in which the relocation had led, or should lead, to economies of scale or improved quality of service.

56. Phase II of the establishment of the Centre had been initiated on 1 July 2011 and was ongoing, involving the transfer of 160 posts from client missions to the Centre to perform financial and human resources management functions. The Advisory Committee noted that the Centre would be re-engineering the missions' related processes, practices and systems, and aligning them with Umoja. It expected the re-engineering of functions to result in streamlined processes, productivity gains and cost efficiencies, including a reduction in administrative and finance posts. The Advisory Committee emphasized the importance of maintaining high quality in service delivery throughout the process, as well as responsiveness to the needs of the military, police and civilian components of field missions.

57. The Advisory Committee noted that the proposed share of the 2012/13 estimated resource requirements for the Regional Service Centre at Entebbe provided in the budgets of individual missions amounted to $28.6 million, some $870,000 less than the amount of $29.5 million in the addendum to the progress report (A/66/591/Add.1). The variance reflected an increase of $1.3 million under civilian personnel for UNMISS, offset in part by a decrease of $444,000 under operational costs. The Advisory Committee had been

informed that the estimates included in the addendum had been revised subsequent to the finalization of the proposed 2012/13 budgets of the client missions to reflect the most accurate information available. The situation illustrated the timing issues noted earlier and the need to improve the reporting process.

58. Given that the Regional Service Centre was to be staffed through redeployments from field missions, and that an average deployment rate of 36 per cent was projected for the current period for all categories of personnel, the Advisory Committee recommended that the resources provided by participating missions in 2012/13 for civilian personnel assigned to the Centre should not exceed the amounts presented in their respective budgets. Furthermore, taking into account the Secretary-General's statement that the operational costs listed in the addendum to the progress report reflected the most accurate information available, the Advisory Committee also recommended that the requirements for operational costs in the 2012/13 proposed budgets of the participating missions should be aligned with the amounts indicated in the addendum to the progress report, and reduced accordingly. Owing to timing issues, the Advisory Committee's reports on the 2012/13 proposed budgets of the participating missions had been finalized before its report on cross-cutting issues and thus did not reflect its recommendation in the context of the Regional Service Centre. The Advisory Committee recommended that updated totals for the 2012/13 budget proposals for MONUSCO, UNAMID, UNISFA, UNMISS and UNSOA should be provided to the Fifth Committee at the time of its consideration of the budgets of those missions.

59. The Secretary-General was requesting the General Assembly to endorse the concept of regional service centres to serve missions in West Africa and the Middle East. The Advisory Committee considered that proposals for the establishment of additional regional service centres must be based on a thorough evaluation of the requirement for such centres. Should the Secretary-General decide to put proposals for new service centres before the General Assembly, he should submit a well-justified study clarifying the rationale for their establishment, with alternative options and their related costs and benefits, as well as details of the site selection criteria and the factors taken into account in the recommended site choices. The Secretary-General should also provide a comparative analysis vis-à-vis the existing arrangements for inter-mission cooperation in West Africa and in the Middle East. He should also assess whether the model of the Regional Service Centre at Entebbe, which served several large and complex missions, was applicable to missions in other regions with different profiles and operating environments, and, in particular, whether it was well suited to the requirements of the missions in West Africa or the Middle East.

60. **Ms. Lapointe** (Under-Secretary-General for Internal Oversight Services), introducing the report on the activities of the Office of Internal Oversight Services related to peacekeeping operations during the period from 1 January to 31 December 2011 (A/66/286 (Part II)), said that the report provided an overview of the work of the three OIOS Divisions: Internal Audit, Investigations, and Inspection and Evaluation. She welcomed the establishment of the post of Assistant Secretary-General for Internal Oversight Services. An appointment had been made: the new incumbent, who would soon be assuming his duties, had nearly three decades of oversight experience. His leadership would ensure that OIOS delivered objective and professional oversight results.

61. OIOS vacancy rates had improved: in April 2012, the vacancy rate for OIOS peacekeeping investigations had been 24 per cent, down from 28 per cent in September 2010. However, it was clear that attracting and retaining staff in non-family peacekeeping locations remained a challenge in view of the competitive hiring environment and the absence of rotation policies. In contrast, the vacancy rate for posts funded under the regular budget was 8 per cent. The overall vacancy rate for OIOS had also decreased, having fallen from 25 per cent in September 2010 to the current rate of 16.8 per cent. Factoring in recent recruitments and expected departures, there was a projected rate of 14.4 per cent.

62. In 2011, OIOS had issued nearly 200 reports on peacekeeping matters. Sexual exploitation and abuse, predominantly involving uniformed personnel, remained a major area of concern; 34 per cent of completed OIOS investigations in 2011 had been related to the issue, and of those, 60 per cent had involved MONUSCO. Sexual exploitation and abuse tainted the good work and reputation of the United Nations and victimized the people it was mandated to protect, including children. The Organization had a moral obligation to put an end to such distressing

occurrences. For its part, OIOS would continue to ensure that allegations were properly investigated. Member States also had a role to play in pursuing appropriate follow-up action in accordance with the related memorandum of understanding for troop-contributing countries. OIOS had begun to review the implementation of that memorandum of understanding to determine the levels of compliance and its effectiveness in ensuring accountability in United Nations peacekeeping operations.

63. The report also covered a range of other matters including oversight results, aviation safety, cooperation between the Department of Peacekeeping Operations and the Department of Field Support, human resources reform initiatives, information and communications technology, inventory management, contingent-owned equipment, safety and security, business continuity and procurement management.

64. In 2012, OIOS had been examining the ways in which it could improve its own operations and had convened expert panels to review its investigation, inspection and evaluation activities. The Office was also assessing its structures, in order to better deliver on its mandates, and the communications strategies and tools it employed with all stakeholders, including staff members.

65. The first OIOS quarterly activity report for the Secretary-General, the Management Committee and the Independent Audit Advisory Committee was being finalized. It provided information on progress on committed work plans and analytical and performance indicators, such as the use of allocated resources and the timeliness of reports. It also outlined critical oversight issues arising during the quarter and reported on progress by management in implementing committed actions to address issues previously raised, including on overdue action plans. The report would help to direct the attention of senior management to high-priority matters and enhance transparency regarding the effectiveness of OIOS in managing oversight activities.

66. Introducing the OIOS report on the audit of the implementation of the global field support strategy (A/66/714), she noted that, in the opinion of OIOS, the overall results of the implementation of the strategy to date had been only partially satisfactory. Since implementation was in its early stages, the audit had focused on the adequacy and effectiveness of arrangements in the areas of governance, risk management, strategic planning, programme management, coordinated management and communications.

67. The Department of Field Support had established a governance framework comprising various committees and working groups to oversee the implementation of the strategy and was finalizing an end-state vision of the configuration and organizational structure for field support. However, it was evident that there was a need to strengthen committee structures and reporting lines, and to implement a comprehensive framework to monitor and manage the identified risks associated with the global field support strategy.

68. The Department had developed a methodology to identify and propose ownership of processes among Headquarters, field missions and the global and regional service centres. However, there was a need for criteria to assess and determine the qualitative benefits of implementing the global field support strategy. In addition, the Department had not established a performance management framework to link performance indicators and targets to overall strategic goals.

69. The Department had engaged with intergovernmental bodies on the general development and strategic direction of the global field support strategy. Nevertheless, mechanisms for communication and engagement with Secretariat staff and internal stakeholders needed improvement, an issue expected to be resolved once the Human Resources Response Task Force was fully functional.

70. OIOS had issued a total of six recommendations, all of which were being implemented by the Department of Field Support. Despite the shortcomings noted at the Regional Service Centre in Entebbe, she welcomed the progress made to date and the potential for future activities at the site. OIOS itself was taking advantage of the Centre's location and facilities to provide more cost-effective training to both internal auditors of peacekeeping operations and non-OIOS staff involved in investigations.

71. **The Chair** drew attention to a letter dated 25 February 2011 from the Chair of the 2011 Working Group on Contingent-Owned Equipment to the Chair of the Fifth Committee (A/C.5/66/8), transmitting to the General Assembly the 2011 edition of the Contingent-Owned Equipment Manual.

positions related to the surge following the elections and the post-electoral crisis and recommended the further abolition of 3 of the 10 temporary positions that had been approved in the context of the supplementary estimates for UNOCI in the 2011/12 period and that were proposed to be continued in 2012/13.

23. Under operational costs, the Advisory Committee recommended that the provision for travel in connection with training should be reduced to the level of the appropriation for 2011/12. The absence of a finalized disarmament, demobilization and reintegration framework and the fact that the disarmament, demobilization and reintegration programme had experienced delays in the past suggested that the total amount proposed for the programme would not be required during the 2012/13 period. The Advisory Committee therefore recommended that the proposed amount should be reduced to $20 million and encouraged the Operation to implement related activities as expeditiously as possible. Should additional funding be necessary, the Operation should report thereon in the context of the performance report.

24. The Advisory Committee had been informed that the implementation of the recommendations arising from the assessment of UNOCI contained in the special report of the Secretary-General on the United Nations Operation in Côte d'Ivoire (S/2012/186) would result in an overall reduction of the requirements for the 2012/13 period in an estimated amount of $10.6 million. It expected that the General Assembly would be informed of the financial and administrative implications for the 2012/13 period arising from any decision of the Security Council with respect to the assessment of UNOCI.

25. Introducing the Advisory Committee's report on the budget performance for 2010/11 and proposed budget for 2012/13 of UNFICYP (A/66/718/Add.9), he said that the Advisory Committee's recommendation against the proposed upward reclassification of the post of Force Commander would entail a reduction of $22,800 in the proposed budget for 2012/13. The Advisory Committee reiterated its concern at the persistent precariousness of the Force's financial situation and the potential impact on the timely reimbursement of troop-contributing countries. It recalled the General Assembly's repeated calls for all Member States to fulfil their financial obligations on time, in full and without conditions, as set out in the Charter. The report also contained the Advisory Committee's comments and observations on demining activities, camp maintenance services, construction projects and efficiency gains.

26. Introducing the Advisory Committee's report on the budget performance for 2010/11 and proposed budget for 2012/13 of MONUSCO (A/66/718/Add.14 and Corr.1), he said that the Advisory Committee noted that the proposed budget for 2012/13 did not include provisions for the technical assistance and support MONUSCO would be required to provide for the conduct of provincial elections. It therefore expected that MONUSCO would draw from its accumulated experience in providing such support and that, should additional resources to support elections in 2012/13 be required, any request would be limited to the minimum resources necessary.

27. Recalling its previous comments on the importance of the functions performed by the Community Liaison Assistants (A/65/743/Add.8, para. 39), and in view of the expanded area of responsibility envisaged for such personnel in 2012/13, the Advisory Committee recommended approval of 113 national General Service positions in the Civil Affairs Section to serve as Community Liaison Assistants. Noting that the Secretary-General also proposed to reassign 49 national General Service language assistant posts to serve as Community Liaison Assistants, the Advisory Committee expected that, should the need arise, any additional requirement for the provision of language assistance to military personnel would be met from approved resources.

28. During its consideration of the proposed budget for MONUSCO, the Advisory Committee had been informed that the two national posts it had proposed to abolish would be needed by the Mission in 2012/13 in order to coordinate medical evacuations with hospitals in Pretoria. In view of the clarification provided, the Advisory Committee saw merit in keeping the functions of one of those posts in Pretoria, under general temporary assistance from within proposed resources, while MONUSCO identified suitable arrangements for services for medical evacuation. The Advisory Committee had no objection to the redeployment of 38 posts and positions and related functions to the Regional Service Centre at Entebbe, as proposed by the Secretary-General.

29. The Advisory Committee regretted that the planning assumptions underpinning the integrated Mission headquarters project, which was to have been initiated in the 2010/11 period, had had to be revisited, and that the project had been suspended, in spite of the assurances provided to the Advisory Committee during its consideration of the 2011/12 MONUSCO budget. It expected that the updated cost-benefit analysis of the integrated Mission headquarters project, as well as a time frame for its implementation, would be submitted, if necessary, in the context of the proposed budget for 2013/14.

30. Introducing the Advisory Committee's report on the budget performance for 2010/11 and proposed budget for 2012/13 of MINUSTAH (A/66/718/Add.11), he said that the Advisory Committee recommended approval of the proposed budget of MINUSTAH for the 2012/13 period, amounting to $644.4 million. The Advisory Committee took note of the partial drawdown of the post-earthquake surge in military and police capabilities and remained of the opinion that the Secretary-General should examine the long-term necessity of maintaining the Santo Domingo Support Office, established in the aftermath of the earthquake. In that regard, the Advisory Committee took note of the recently completed high-level functional review analysis of the Office and looked forward to receiving the Secretary-General's report on the outcome of the exercise.

31. Introducing the Advisory Committee's report on the budget performance for 2010/11 and proposed budget for 2012/13 of UNMIK (A/66/718/Add.7), he said that the Advisory Committee recommended approval of the proposed budget in the amount of $47 million. However, it noted with concern that, as at 13 February 2012, the cash position of the Mission had amounted to $5.1 million, some $6.1 million short of the three-month operating cash reserve of $11.2 million. UNMIK was also urged to settle its two pending death and disability claims as soon as possible.

32. The proposed budget included a reduction of ten posts, including two reassignments. The Advisory Committee did not recommend the approval of the two reassignments as it considered that the offices to which the posts would be reassigned could perform the functions within their existing capacity.

33. Introducing the Advisory Committee's report on the budget performance for 2010/11 and proposed budget for 2012/13 of UNMIL (A/66/718/Add.13), he said that the Advisory Committee recommended approval of the Secretary-General's proposed budget for 2012/13. Noting that a technical assessment mission had been deployed to Liberia in February 2012 in order to analyse various transition reconfiguration strategies for the Mission following the 2011 elections, the Advisory Committee expected that the General Assembly would be informed at the earliest opportunity of the financial and administrative implications for the 2012/13 budget period of any decision of the Security Council with respect to the technical assessment mission. Should those implications be significant, the Secretary-General should consider submitting a revised budget to cover the Mission's requirements for the remainder of 2012/13.

34. The Advisory Committee welcomed the progress made by UNMIL towards meeting gender balance targets, as well as the good level of cooperation it maintained with other United Nations entities in the region. In particular, UNMIL was to be commended for the support it had provided to UNOCI during the post-electoral crisis in Côte d'Ivoire. The Advisory Committee's report also contained its observations on a number of other issues, including staffing matters, efficiency gains, construction projects and the "Delivering as one" initiative.

35. Introducing the Advisory Committee's report on the proposed budget for 2012/13 of UNMISS (A/66/718/Add.17), he said that the recommendations of the Advisory Committee would entail a reduction of $126,200 in the proposed budget. The Advisory Committee had noted with concern that the Mission's cash position, amounting to $78.7 million, was $44.0 million short of the three-month operating cash reserve of $122.7 million.

36. The Secretary-General had broadly attributed the variance between the budget for 2011/12 and projected expenditures for 2012/13 to the fact that the 2011/12 UNMISS budget had been formulated using the standardized funding model. The appropriated levels of resources for 2011/12 did not provide a suitable baseline for analysis of the impact of variances or of the proposed requirements for the 2012/13 period. The Advisory Committee further noted that it was difficult to assess the extent to which the planned outcomes for the current period were being achieved.

the basis of current projections, cash balances at the end of 2012 should almost match the actual cash balances at the end of 2011. However, the final outcome would depend on Member States continuing to honour their financial obligations to the Tribunals.

16. As at 7 May 2012, 188 Member States had made payments totalling $1.86 billion in respect of assessments issued under the special account established for the capital master plan, with $8 million still outstanding. Furthermore, as at the same date, 183 Member States had made payments to the working capital reserve of $45 million also established under the capital master plan account; that reserve was now almost fully funded, with a balance outstanding of $8,785. As at 7 May 2012, 142 Member States had fully paid their capital master plan assessments, 46 Member States had made partial payments and 4 had not yet made any payments.

17. In conclusion, he paid a special tribute to those Member States that had paid in full all assessments due and payable as at 7 May 2012 for the regular budget, peacekeeping operations, the international tribunals and the capital master plan. The financial situation at the end of 2011 had shown improvement in some areas despite the global financial climate. Although unpaid assessments were higher than at the end of 2010, the number of Member States meeting their obligations in full had increased in all categories, the cash situation was better in most areas and the level of debt to Member States was slightly lower than the previous year. There had been further encouraging signs of progress in the Organization's financial position in 2012, and the latest situation reflected the continued emphasis on improving Member States' access to information on the status of contributions. As at 7 May 2012, unpaid assessments were below the levels of one year earlier across all categories, resulting in a total decrease of over $600 million. However, some peacekeeping operations continued to be affected by cash shortages, which also had an impact on the timing of payments to troop-contributing countries. Furthermore, a significant level of outstanding assessments remained and the final outcome for 2012 would depend largely on action to be taken by the Member States responsible for them. As always, the Organization's financial health depended on Member States meeting their financial obligations in full and on time.

Agenda item 146: Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (*continued*)

Support account for peacekeeping operations (A/66/610 and Add.1, A/66/721, A/66/737, A/66/755 and A/66/779 and Add.1)

United Nations Logistics Base at Brindisi (A/66/603, A/66/724 and A/66/718/Add.15)

18. **Ms. Casar** (Controller), introducing the performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/66/610 and Add.1), said that the approved budget for the support account for that period had amounted to $363.8 million, while expenditure for the period had amounted to $341.4 million, leaving an unutilized balance of $22.4 million, for an implementation rate of 93.8 per cent. The unutilized balance was primarily attributable to higher than budgeted actual vacancy rates for civilian personnel, including temporary positions, and lower than budgeted requirements for information technology.

19. Introducing the proposed budget for the support account for 2012/13 (A/66/721), which amounted to $320.5 million, she said that the proposed resources represented a reduction of 7.1 per cent over the resources of $344.8 million approved for 2011/12. The budget included $37.3 million for the financing of the Umoja enterprise resource planning project, in accordance with General Assembly resolution 66/246 and the estimates presented by the Secretary-General in his third progress report on Umoja (A/66/381). Excluding the Umoja requirement for both periods, the proposed budget was 4.9 per cent lower than the approved budget for 2011/12.

20. The proposal for 2012/13 did not provide for new posts. Continuing general temporary assistance positions for recurring functions had not been proposed for conversion into posts, as options for redeploying and reassigning existing resources were still being reviewed. An effort had also been made to adapt the use of temporary positions for specific time-bound initiatives. The key variances were mainly attributable to a reduction of 36 posts, 34 of which corresponded to functions proposed for transfer from the Department of Field Support at Headquarters to the United Nations Logistics Base at Brindisi (Global Service Centre); reduced requirements for temporary positions, partly owing to the proposed transfer of resources from the

Department of Field Support to the Global Service Centre; and a reduced provision for information technology. Those reductions had been partially offset by increased requirements under consultants and under other supplies, services and equipment.

21. The actions to be taken by the General Assembly in respect of the financing of the support account were set out in paragraph 93 of the budget performance report (A/66/610) and paragraph 699 of the budget report (A/66/721).

22. Introducing the performance report on the budget of the United Nations Logistics Base at Brindisi for the period from 1 July 2010 to 30 June 2011 (A/66/603), she said that the approved budget for 2010/11 had amounted to $68.2 million. Expenditure for the period had amounted to $68.1 million, leaving an unutilized balance of $53,900, for an implementation rate of 99.9 per cent.

23. The proposed budget for the Logistics Base for 2012/13 (A/66/724) amounted to $70.5 million, representing an increase of 2.8 per cent compared to the approved budget of $68.5 million for 2011/12. The key variances were the proposed transfer of logistics and human resources functions from the Department of Field Support at Headquarters to the Global Service Centre, in line with the global field support strategy and the reprofiling of the Logistics Base. In that regard, it was proposed that 34 posts and 16 general temporary assistance positions would be established at the Global Service Centre in 2012/13 and concurrently abolished in the support account.

24. The actions to be taken by the General Assembly in respect of the financing of the United Nations Logistics Base were set out in paragraph 31 of the budget performance report (A/66/603) and paragraph 97 of the budget report (A/66/724).

25. **Mr. Muwanga** (Chairman of the Independent Audit Advisory Committee), introducing the report of the Independent Audit Advisory Committee (IAAC) on the budget of the Office of Internal Oversight Services (OIOS) under the support account for peacekeeping operations for the period from 1 July 2012 to 30 June 2013 (A/66/737), which had been prepared in accordance with the IAAC terms of reference annexed to General Assembly resolution 61/275, said that IAAC had noted progress in the implementation of its recommendations relating to the planning and budgeting processes of the various OIOS divisions. In particular, the risk-based work planning methods of some OIOS divisions, including the identification of residual risks faced by the various United Nations departments, had improved. In the current environment, and given the Organization's complexity, IAAC considered risk assessment and management to be critical; it had therefore continued to encourage all divisions of OIOS, including the Investigation Division, to employ an appropriate risk-based methodology in developing their workplans and analysing resource requirements. It had also noted the particular attention paid by OIOS to horizontal audits.

26. In its current report (A/66/737), IAAC had recommended that OIOS conduct more capacity gap analyses of the work of the Office as a whole. Available resources should not be the driver of its workplan; rather, the workplan, derived from a robust residual risk assessment, should determine its resource requirements. The Internal Audit Division, which was already conducting such capacity gap analyses, was to be commended. IAAC had been informed that the Inspection and Evaluation Division, owing to resource constraints, had been unable to perform some critical evaluation activities that it had wished to carry out. In that context, IAAC had recommended that OIOS should provide details of such activities in its future workplans, bearing in mind that the General Assembly was responsible for determining the risk tolerance of the Organization.

27. With regard to the Investigations Division, IAAC had recalled its earlier recommendation on the disparities reported in the distribution of investigation resources and the high vacancy rates that could affect the result of the pilot project. It had also noted the section of the report of the Board of Auditors on United Nations peacekeeping operations regarding the placement and distribution of OIOS investigative capacity (A/65/5 (Vol. II), chap. II, sect. C), and the preliminary report of OIOS on the implementation of the pilot project designated by the General Assembly in resolution 63/287 (A/65/765). The comments of IAAC on the comprehensive report of OIOS on the implementation of that pilot project (A/66/755) would be reflected in its annual report and in its next report on the OIOS budget under the peacekeeping support account.

28. **Ms. Lapointe** (Under-Secretary-General for Internal Oversight Services), introducing the comprehensive report of OIOS on the implementation

72. **Mr. Mihoubi** (Algeria), speaking on behalf of the Group of 77 and China, said that the Group attached great importance to cross-cutting policy issues concerning the administrative and budgetary aspects of the financing of peacekeeping operations. In that connection, the Group reaffirmed that the Fifth Committee was the appropriate Main Committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters, including those related to peacekeeping operations.

73. While each peacekeeping mission was unique, resolutions on cross-cutting issues could serve as an important policy tool, providing the Department of Peacekeeping Operations and the Department of Field Support with comprehensive guidance on issues that were common to all operations. Given that all peacekeeping missions must be provided with the resources they required to fulfil their mandates, the delays in providing resources to some missions, particularly those in Africa, were a matter of concern. Moreover, the planning assumptions and resource requests for each peacekeeping operation should be based on the relevant mandates and the situation on the ground, rather than reflecting arbitrary across-the-board cuts. It was therefore a grave error to use resource reduction targets in formulating peacekeeping budgets. The potential operational impact of such reductions on missions had not been adequately explored; the proposed cuts could adversely affect the work and well-being of United Nations peacekeepers and hamper the implementation of mandates.

74. The Group recognized the valuable contributions and sacrifices made by troop-contributing countries and emphasized the importance of consulting them closely on all matters related to peacekeeping. Furthermore, reimbursements to troop-contributing countries, which bore additional burdens because some Member States had not paid their assessments on time, must be expedited. The long-pending issue of the review of rates of reimbursement to troop-contributing countries continued to jeopardize the sustainability of peacekeeping operations. Recalling the interim measures that had been approved by the General Assembly in its resolution 65/289, the Group stood ready to continue its constructive engagement with a view to implementation of a long-term solution.

75. The Group noted with satisfaction the decline reported in the number of allegations of sexual exploitation and abuse in peacekeeping missions and encouraged the Secretariat to continue to work with Member States, especially troop-contributing countries, in a spirit of partnership to ensure effective implementation of the zero-tolerance policy, which it unreservedly supported. The Group also called on the Secretary-General to ensure that staff members showed respect for all cultures and did not discriminate against any individual or group or otherwise abuse their authority. It was important to prevent unsubstantiated allegations of misconduct from damaging the credibility of peacekeeping operations and troop-contributing countries.

76. Recalling that, by its resolution 64/269, the General Assembly had decided to increase the level of compensation for death for all categories of uniformed personnel, the Group stressed the need to establish a mechanism for the periodic review of death and disability compensation, taking into account inflationary factors. It trusted that the Secretary-General was fully abiding by the terms of the resolution by ensuring that all those in the service of the United Nations were eligible for such compensation; greater attention should be paid to the issue.

77. The Group, expressing concern at the information provided by the Advisory Committee concerning the implementation of resolution 65/248 regarding the common system and, in particular, the abolition of posts, stressed that the Secretary-General must ensure that the harmonization of conditions of service did not impact on operational costs or undermine the implementation of mandated programmes and activities. Lastly, adequate field support must be provided to peacekeeping operations.

78. **Mr. Chapdelaine** (Canada), speaking also on behalf of Australia and New Zealand, said that the growing size and complexity of peacekeeping missions made it more urgent than ever for Member States to pay their assessed contributions in full and on time. The adoption of a cross-cutting resolution would help the Organization to increase the efficiency and effectiveness of peacekeeping operations, pursue targeted management reforms and address key thematic issues.

79. While the three delegations acknowledged the efforts by the Secretariat to achieve economies of scale in peacekeeping operations, they would scrutinize the further measures proposed by the Secretary-General

with a view to optimizing cost-effectiveness and improving overall effectiveness and efficiency. In particular, there was a need to tighten coordination of peacekeeping training activities and to implement, without delay, management systems for information technology, procurement contracts, assets and rations, so as to allow the Organization to strengthen planning and oversight of those areas and identify sustainable efficiency measures throughout peacekeeping operations. The Secretary-General, in his budget performance reports, should provide financial information distinguishing between savings accruing from cost reductions and savings from the implementation of efficiency measures.

80. With regard to personnel transportation, while welcome improvements had been reported in the utilization rates for ground transportation equipment, it was important to seek increased efficiency and effectiveness in the management of air transportation. In particular, the three delegations concurred fully with the Advisory Committee's call for the Secretary-General to identify innovative ways to address the current shortfall of military helicopters in peacekeeping operations.

81. Turning to special measures for protection from sexual exploitation and abuse, he said that, as indicated by the Advisory Committee, the Secretary-General should provide an analysis of the factors contributing to sexual exploitation and abuse and describe efforts undertaken by the Secretariat for its eradication. Although there was an overall downward trend in reported cases, any perception that the United Nations was unable or unwilling to address abuse, particularly the most egregious forms of sexual abuse, undermined its credibility and eroded support for peacekeeping missions. Stricter enforcement of the zero-tolerance policy and an intensified focus on prevention measures were needed. Continued efforts to address the gender imbalance in peacekeeping operations would also do much to improve the situation.

82. While the continuing work of the Department of Field Support to improve the Organization's logistics and delivery capabilities was welcome, further in-depth discussion was required on many points covered by the Secretary-General's report on the global field support strategy (A/66/591 and Add.1). A more systematic and methodical approach to planning was needed in the context of the strategy. In particular, the cost benefits of the Entebbe Regional Service Centre needed to be clearly demonstrated before Member States could consider the advisability of establishing two additional centres, as proposed by the Secretary-General.

83. **Ms. Power** (Observer for the European Union) said that, while welcome steps had been taken to make peacekeeping more effective, there was still significant scope for reducing the unit cost of peacekeeping. In view of the financial constraints facing all States, strict budgetary discipline remained necessary to ensure that resources were used effectively and efficiently. A distinction should be made between efficiency gains and underexpenditure resulting from other factors. The member States of the European Union would therefore closely examine the budgets of all peacekeeping operations, and their support functions, to identify sustainable efficiency measures. They would also closely scrutinize all items relating to cross-cutting issues, including the concerns raised by the Board of Auditors and the Advisory Committee in such areas as capital investment, procurement, fuel management, official travel and the use of consultants.

84. The member States of the European Union supported full implementation of the global field support strategy, as an important way of improving the effectiveness of peacekeeping, although the Organization must also demonstrate that it delivered value for money. Moreover, the strategy could only reach its full potential and yield the necessary results if other reform projects, including full implementation of the International Public Sector Accounting Standards and the Umoja enterprise resource planning system, were carried out simultaneously.

85. With regard to the significant expansion in the role of civilian personnel in peacekeeping operations over the past 10 years, it was gratifying that the impact of recent human resources reforms adopted by the General Assembly was being reflected in steadily declining turnover rates and an increasing number of staff members in field missions that had been regularized through selection processes subject to central review. Bearing in mind that the proposed resources for civilian personnel in peacekeeping for 2012/13 amounted to almost $1.8 billion, closer scrutiny of the civilian component of peacekeeping, including requests for new posts, was needed. The Secretariat, and in particular the leadership team of each mission, must continuously look for productivity gains in their civilian staffing structure. In that regard, it should be noted that the Board of Auditors had identified 61 international staff posts vacant for two or more years.

86. The member States of the European Union concurred with the Secretary-General that any substantiated case of sexual exploitation and abuse was one case too many. Consequently, they remained concerned at the number of allegations reported, the slow completion of investigations, and the lack of progress reported by the Secretary-General with regard to assistance and support to the victims.

87. **Mr. Pankin** (Russian Federation) said that his delegation welcomed the positive trend in the overall budget implementation rate for peacekeeping for 2010/11. It was to be hoped that a more accurate formulation of budget proposals would become the rule in future. Noting the 5.5 per cent reduction in the overall peacekeeping budgets for 2011/12 compared with the previous period, his delegation concurred with the Advisory Committee that a crucial distinction should be made between savings relating to the implementation of efficiency measures and underexpenditures: the latter could ultimately lead to increased resource requirements. It was a matter of concern that the reductions in expenditure in a number of missions were based not on efficiency gains but on changes in peacekeeping mandates. His delegation also shared the Board of Auditors' concerns regarding the lack of plans, performance indicators and monitoring measures for the global field support strategy. The Committee should discuss the actual causes of savings made and examine measures — unrelated to changes in the mandates of peacekeeping operations — for achieving the most effective utilization of resources.

88. His delegation would support measures to enhance the transparency of the Secretariat's work. In particular, it hoped that the Organization would assess all risks associated with the increased outsourcing of functions, which could negatively affect the quality of service delivery. In that connection, his delegation would focus on maintaining the architecture for the delegation of authority from Headquarters to the field, and would analyse the proposed transfer of functions away from Headquarters to ensure that the quality of the logistical services provided to missions did not deteriorate and that Member States had appropriate oversight of support functions.

89. He believed that the decline in vacancy rates at non-family duty stations was attributable to the improvement in conditions of service in the field approved by the General Assembly at its sixty-fifth session. However, no conclusions should be drawn regarding staff mobility until that issue had been comprehensively discussed at the main part of the sixty-seventh session.

90. In the area of oversight, the progress made with regard to the management of assets, as noted by the Organization's external auditors, should be welcomed. However, his delegation was concerned by situations where the view of an internal oversight body differed from that of the external audit body. Specifically, while the Board of Auditors had raised serious concerns about the administrative activities of the United Nations Support Office for the African Union Mission in Somalia, OIOS had made no such comments. Those who had committed the violations highlighted by the Board of Auditors, as well as those who had turned a blind eye to them, must be held accountable for their actions.

91. With regard to the greening of United Nations peacekeeping operations, while such environmental initiatives were unquestionably important, his delegation called on Member States to ensure that they did not become a goal in and of themselves and did not increase the financial burden on Member States or lead to violations of administrative rules.

92. The disparate initiatives proposed by the Secretary-General with regard to modifying the provision of air transportation services should be discussed in the context of the detailed analysis of the governance of United Nations air operations requested by the General Assembly at its sixty-fifth session. As the Secretary-General had failed to provide such analysis to date, those discussions should be deferred until the sixty-seventh session.

93. **Mr. Khan** (Pakistan) said that, while the comprehensive information provided in the overview report of the Secretary-General on peacekeeping operations (A/66/679) was critical for the General Assembly to make well-informed decisions, the Secretary-General should be allowed to consolidate progress in the implementation of ongoing initiatives in the field and multi-year projects. His delegation had therefore consistently advocated biennializing the overview report.

94. Troop costs were a matter of great concern to Pakistan and other troop-contributing countries. The small supplemental payment approved by the General Assembly the previous year was merely a stopgap measure and it was imperative that the necessary

compensation should be provided to United Nations peacekeepers until long-term comprehensive measures were taken. Nationals of troop-contributing countries should be appointed to top managerial positions, both in the field and at Headquarters, particularly in the Department of Peacekeeping Operations and the Department of Field Support, in order to create a stronger link between those who directed peacekeeping operations and those who provided the vital human resources on the ground. It was regrettable that no significant progress had yet been made on those issues. His delegation noted with interest the Secretary-General's efforts to address the underrepresentation of troop- and police-contributing countries, including through strategic outreach activities; such activities should be supported by specific targets, benchmarks and time frames in order to produce demonstrable results.

95. Comprehensive, clear and detailed information was essential for measuring progress in implementation of the global field support strategy, which his delegation fully supported; piecemeal reporting hindered the consideration of important issues and hampered the Committee's decision-making. It was therefore to be hoped that the Secretary-General would improve his reporting process in that regard. Pakistan noted with concern the findings of the Board of Auditors concerning the strategy and the risks to its successful delivery. His delegation looked forward to hearing how the Secretariat planned to implement the Board's recommendations. A comprehensive matrix on the progress made in implementing the strategy should be developed; a thorough analysis and review of the strategy should also be conducted to ensure the effectiveness of the process and the achievement of its qualitative and quantitative goals.

96. **Mr. Weisleder** (Costa Rica) said that his delegation welcomed the Secretary-General's efforts to improve the mechanisms for preventing sexual exploitation and abuse in the United Nations system and to investigate and follow up allegations. The decrease reported in the number of allegations of sexual exploitation and abuse in 2011 was apparently attributable to the measures taken; he hoped that the situation would continue to improve.

97. Costa Rica supported the policy of zero tolerance of sexual exploitation and abuse and welcomed the decision to supplement the present framework of sanctions. Enforcement measures were needed to ensure accountability and establish penalties for perpetrators. The United Nations, in all its operations, including peacekeeping and special political missions, had an obligation to respect individual human rights and to investigate and punish anyone engaged in sexual exploitation and abuse, regardless of the ultimate consequences. It was also important for the Organization and individual Member States to provide assistance to the victims of sexual exploitation and abuse.

98. **Mr. Sul** Kyung-hoon (Republic of Korea), noting the efficiency gains reflected in the proposed peacekeeping budgets for 2012/13, said that his delegation welcomed the Secretary-General's strong commitment to delivering better results in the current difficult financial conditions. There was, however, room for further improvement. A distinction should be made between savings, which reflected cost reductions attributable to efficiency measures, and underexpenditures, which could result from delays in programme implementation or overbudgeting. The budget report in its current format did not clearly distinguish between the two. Efficiency gains should be presented in more detail in future reports.

99. While the overall budget implementation rate had increased slightly to 95.5 per cent for 2010/11 compared with 2009/10, the increase could have been attributable to overbudgeting, which usually represented an opportunity cost. The basic assumptions on which budgets were formulated should therefore be reviewed, in particular to assess whether delayed deployment factors and vacancy rates were properly applied, bearing in mind historical data and foreseeable factors.

100. While his delegation welcomed the progress in providing more efficient and prompt backstopping of field missions through the global field support strategy, it was concerned that a comprehensive implementation plan for the strategy had not yet been established. Such a plan, including a clear vision of the envisaged end-state of the strategy under each pillar, should be developed as soon as possible.

101. The proposal to deploy the Global Service Centre in two locations needed careful consideration in view of the financial and organizational implications. The Secretary-General should provide a clear rationale for the need for two locations, as well as information on potential alternative solutions and a cost-benefit analysis.

102. Among the cross-cutting issues to be discussed at the second part of the resumed session, his delegation was particularly interested in ways to protect the United Nations system against currency fluctuations, assessment of the efficiency and effectiveness of turnkey contracts, the adequacy of budgeting for quick-impact projects, and cost-efficient training. It fully shared the concerns expressed regarding the importance of reaching consensus on all items; the adoption of a resolution by any other means would be detrimental to the activities of peacekeeping operations.

103. **Mr. Rahman** (Bangladesh), recalling that his Government contributed over 10,000 personnel to peacekeeping operations, said that the trend towards arbitrary budget cuts, which threatened the implementation of peacekeeping mandates, was regrettable. Bearing in mind the challenges faced by United Nations peacekeepers, it was vital to ensure optimal safety and security arrangements. He paid tribute to those peacekeepers who had sacrificed their lives in performing their duties.

104. Decisions on drafting, implementing or changing peacekeeping mandates should be made in consultation with troop-contributing countries, as should proposals to change the terms and conditions of memorandums of understanding. While the General Assembly, in various resolutions, had requested the Secretariat to ensure that troop-contributing countries were properly represented in the Department of Peacekeeping Operations and the Department of Field Support, little progress had yet been made. His delegation urged the Secretariat to fully implement the relevant resolutions.

105. **Ms. Takahashi** (Norway) said that, while the current financial climate must not be allowed to strain the peacekeeping partnership, it was important to look for efficiencies, in which connection implementation of the New Horizon initiative should be accelerated.

106. It was encouraging that the Secretariat intended to review the budget development process. The Committee needed a budgeting process and reporting formats that more actively facilitated its results-based review and enabled it to make better informed, more strategic, decisions.

107. Her delegation welcomed the reduction in vacancy rates for civilian personnel in field missions, as well as the ongoing efforts to recruit and retain civilian personnel. The civilian personnel roster was a valuable tool that should be fully utilized. The recent establishment by the Department of Peacekeeping Operations and the Department of Field Support of an action group to improve the gender balance of United Nations peacekeeping staff was also positive. With regard to training, her delegation agreed that better coordination and prioritization of all peacekeeping training activities, as well as better statistical information, were needed.

108. She welcomed the assessment of current practice and formulation of a proactive strategy to address sexual exploitation and abuse by mission personnel, and supported the Advisory Committee's call for the Secretary-General to ensure full implementation of the zero-tolerance policy. The framework of sanctions should be strengthened, and reporting on punitive actions taken by troop- and police-contributing countries should be mandatory.

109. Implementation of the global field support strategy was highly relevant to strengthening the safety and security of mission personnel, a key concern for her delegation. Norway supported the objectives of the strategy, while also agreeing that better evaluation and results-based reporting were needed.

110. Recalling that the majority of negotiations the previous year had come to a halt over the issue of troop cost reimbursement, she urged all delegations to strive to reach consensus on the difficult issues before the Committee at the current session and to work in a spirit of compromise that realistically took account of the concerns of all parties involved.

111. **Ms. Lapointe** (Under-Secretary-General for Internal Oversight Services) said that OIOS had recently issued an audit report on procurement activities in UNSOA; however, as that report had been completed after the end of the period covered by the OIOS annual report (A/66/286 (Part II)), its findings had not been outlined therein. The audit report on procurement activities in UNSOA was available to Member States upon request.

112. **Mr. Banbury** (Assistant Secretary-General for Field Support) said that his Department's highest priority was to prevent cases of sexual exploitation and abuse and to respond appropriately when such cases occurred in order to enforce the zero-tolerance policy, successful implementation of which depended on a partnership between Member States and the Secretariat. In cases where allegations of sexual exploitation and

abuse proved unsubstantiated, it was vital to protect the reputation and dignity of the troop-contributing country affected.

113. With regard to the comments made by various delegations regarding arbitrary and across-the-board cuts, he stressed that the proposed reductions in peacekeeping budgets were not arbitrary but were the result of in-depth analysis and discussion involving the Department of Peacekeeping Operations, the Department of Field Support, the Office of the Controller and the missions themselves. In those discussions, mandate delivery had been prioritized at all times and the uniqueness of each mission had been taken into account.

114. Concerning the distinction to be made between underexpenditure and efficiency gains, while some unplanned underexpenditure could certainly be attributed to inefficiencies, underexpenditure was also sometimes the result of a deliberate decision not to procure an item that, although initially considered necessary, turned out not to be required. Most savings, however, were the result of planned, structural improvements in budgeting and service delivery. As progress was made in the implementation of the global field support strategy, more efficiency gains would be realized.

115. He fully supported Member States' comments on the need for improved reporting in a number of areas. The current information systems made it difficult to produce the information that managers needed to take informed strategic decisions. Consequently, the implementation of Umoja was a very high priority for the Department. In the meantime, every effort would be made to provide more appropriate, better quality information in response to the requests and instructions received from Member States.

116. Concerning death and disability compensation, while the relevant General Assembly resolutions encouraged a generous interpretation of the rules governing claims for such compensation, the precise wording of those rules lacked clarity. It was sometimes difficult for medical professionals to determine whether a death or disability was service-related and, if a doctor ruled that the death or disability of a staff member could not be attributed to service in a peacekeeping operation, the Secretariat was required to reject the claim for compensation, even if it might seem reasonable to award payment. Clearer guidelines enabling the Secretariat to respond promptly and fairly in cases where United Nations peacekeepers had lost their lives or become disabled while deployed would therefore be welcome.

117. Lastly, he concurred with Member States regarding the importance of a review of the budget development process, which the Department of Field Support would fully support.

The meeting rose at 12.40 p.m.